

Iraq Reconstruction

FLUOR **amec**

Support Opportunities
for Contracting and
Subcontracting in Iraq



Agenda

- ◆ Brief Overview of Company
- ◆ Overview of In-Country Projects to Date
- ◆ Upcoming Milestones
- ◆ Subcontracting Opportunities
- ◆ Methods of Engaging in Subcontracting Opportunities
- ◆ Q&A

Company Overview

FLUOR **amec**



FluorAMEC, LLC

- ◆ Joint Venture of
 - Fluor Corporation: Largest U.S. EPC Company
 - AMEC plc.: Largest British EPC Company
- ◆ Companies are Two of the World's Largest and Most Respected EPC Service Providers
- ◆ 21-year Working Relationship
- ◆ Over 78,000 Employees Worldwide
- ◆ 240 Office Locations on 6 Continents





FluorAMEC Focus on Iraq

- ◆ Depth and Breadth of Combined Resources
- ◆ Complementary Strengths
- ◆ Regional Experience
- ◆ Combined History of Work in Hostile Environments on Logistically Complex Projects
- ◆ Joint Experience in Remote Locations

FluorAMEC Services

FluorAMEC provides innovative, cost-effective solutions in a timely manner for customers worldwide..

**Conceptual
Design**



Engineering



Process Technology



Procurement



Construction



**Operations
and Maintenance**



**Project and Program
Management**



Decommissioning



**Facility and
Property Reuse**



Staffing





Commitment to Safety Excellence

FluorAMEC promotes a global culture of safety excellence and consistently achieves the best safety record in the industries we serve.

- ◆ Based on more than 87 million hours of self-perform
- ◆ Includes more than 123 million additional workhours by subcontractors
- ◆ Record includes projects of extraordinary size, complexity, location, hazards and workforce diversity
- ◆ Zero Incidents™ vision
- ◆ Worldwide total recordable incidence rate in 2003 14 times better than U.S. construction industry average
- ◆ Exceeding 500,000 safe workhours in Iraq through February 2004

Fluor Corporation



- ◆ One of world's largest, publicly owned engineering, procurement, construction, and maintenance companies
- ◆ *Engineering News-Record (ENR)* magazine consistently ranks Fluor Corporation among the top two on its "The Top Design-Build Firms" and "The Top 400 Contractors" lists
- ◆ Founded on a legacy of delivering world-class solutions for almost 100 years

- ◆ One of the world's safest contractors
- ◆ 50-year history in Middle East
- ◆ Completed 600 projects in Middle East at more than \$150 billion



Fluor

Fluor serves customers in a variety of traditional and evolving industries worldwide.

**Chemicals and
Petrochemicals**



**Commercial
and Institutional**



Government Services



**Life
Sciences**



Manufacturing



**Mining and
Minerals**



Microelectronics



Oil and Gas



Power



Telecommunications

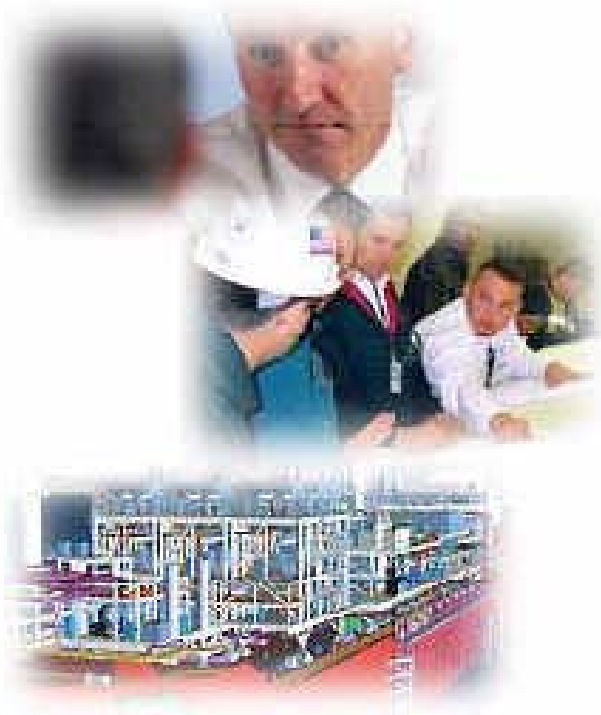


Transportation



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AMEC plc



- ◆ Largest U.K.-Owned Engineering, Procurement, Construction Company
- ◆ *Engineering News-Record (ENR)* magazine Consistently Ranks AMEC Among the Top International Design Firms
- ◆ Has a 120-Year History of Delivering Successful Projects
- ◆ One of the World's Most Respected Companies

(2002 Financial Times PriceWatershouseCoopers Survey)

- ◆ 30-year history in Middle East
- ◆ Exemplary Record on Management of World Trade Center and Pentagon Recovery Projects After September 11, 2001



AMEC

AMEC serves a diverse range of local clients, government departments, and sector leaders

Industrial



Oil & Gas



Transport



Infrastructure



Regional Services



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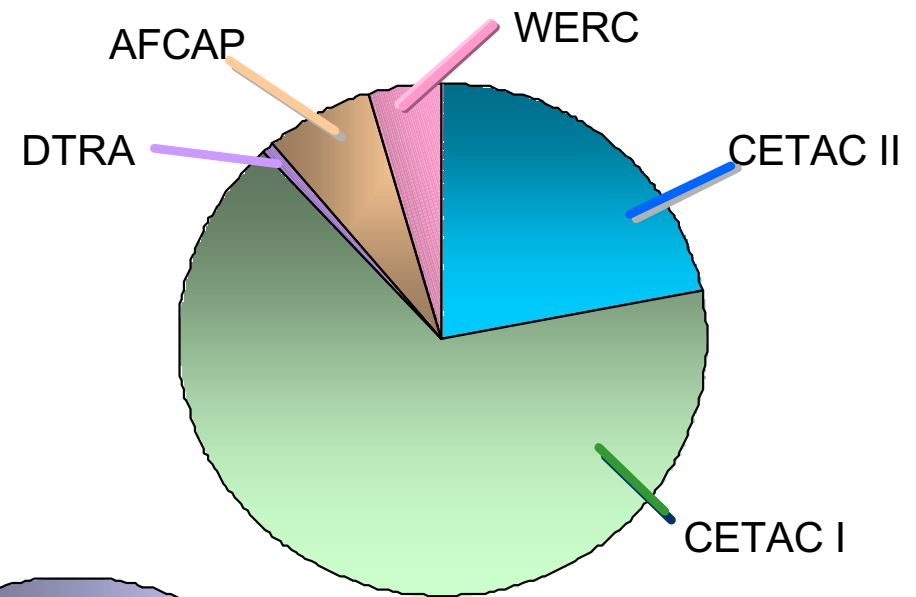
Overview of In-Country Projects

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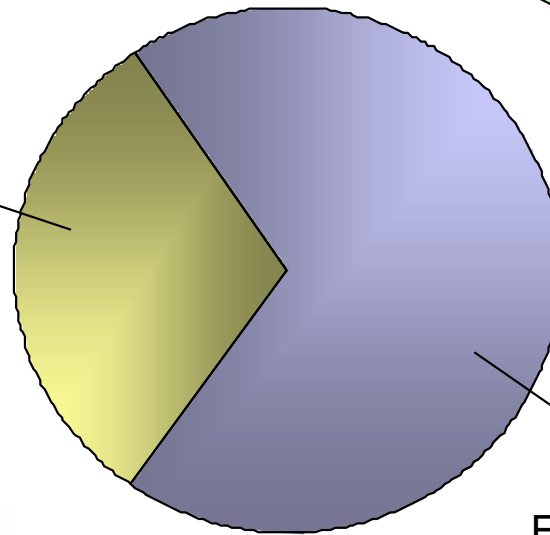


In-Country Projects to Date

- ◆ Continuous Service in Iraq Since July 2003
- ◆ Five U.S. DOD clients
- ◆ 25 Projects in Iraq
- ◆ \$450 Million Delivered



Funds to support
deployed forces

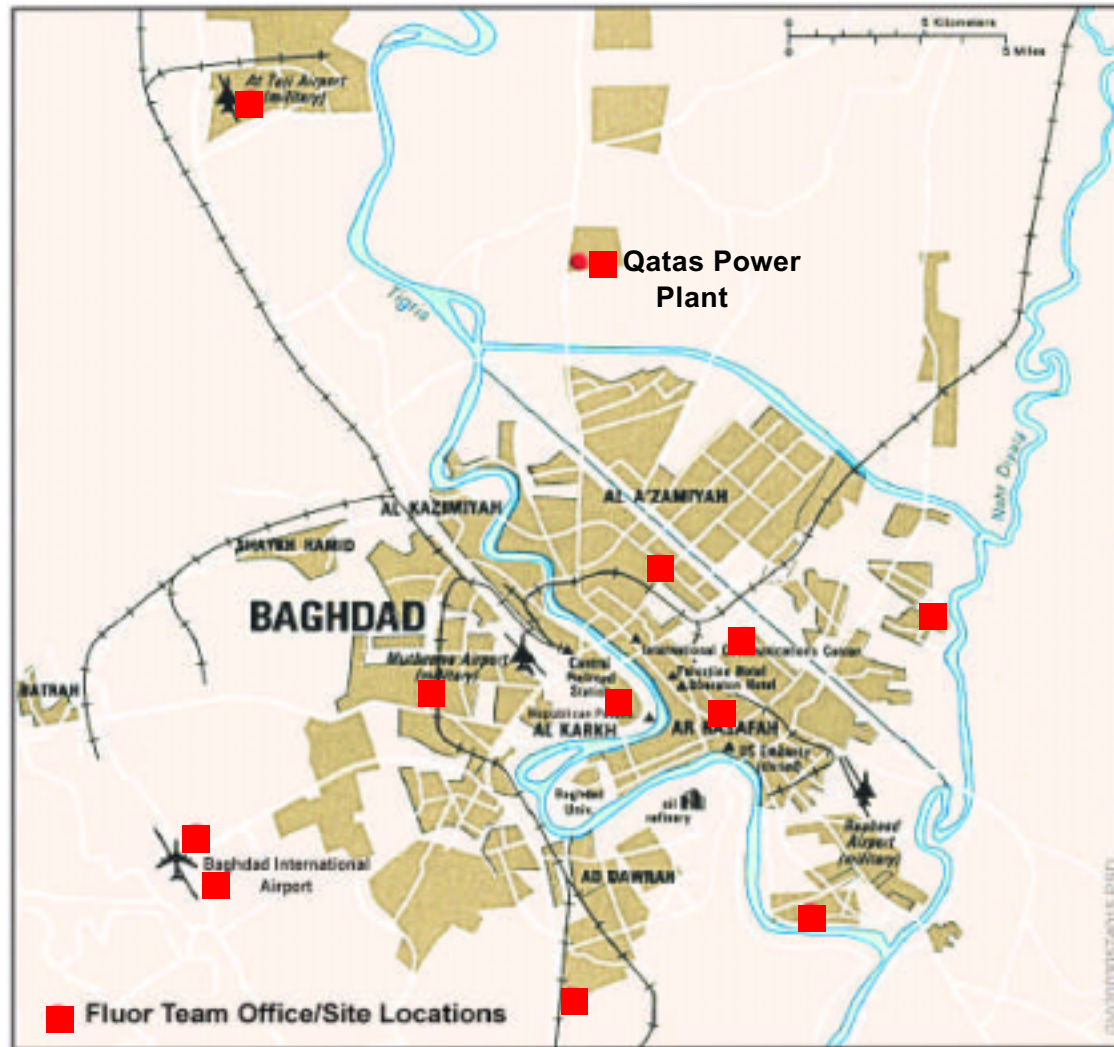


Funds to Restore Iraq

New Projects

- ◆ CPA Prime Contractor
 - New Power Generation
 - Public Works Water - North
 - Public Works Water - South

Baghdad Projects



Support to CPA Iraq Restoration

◆ TF-RIE (Restore Electricity)

- New Power Capacity
 - Qatas
- Rehabilitation
 - Najif and Hillah
- Transmission & Distribution
 - Baghdad to 132 KV transmission line in Baghdad Area

◆ CETAC II

- Baghdad Regeneration
- Nasiriyah Water Intake
- Transmission Line



*General Hawkins with Minister of Electricity at Diwaniya
Ribbon Cutting*

Support Deployed Forces

◆ Operations & Maintenance

- Camp Victory
- Camp Slayer

◆ Troop Beddown

- Taji Military Complex

◆ Life Support

- Gulf Region Division

◆ Underground Fuel Storage

- Balad

◆ Engineering Studies

- Kuwait



Camp Slayer – unfinished palace



Unique Iraq Construction Issues

“Everything is Schedule Driven. Expect Challenges at Every Step”

◆ Assessment/Scope

What do I need?

- Condition of Infrastructure
- Design/Construction Standards
- Site Visit
- Security

◆ Procurement/Pricing

Where do I get it?

- Local Procurement
- Regional Procurement
- Global Procurement

◆ Logistics

How do I get it onsite?

- Transportation
- Freight Forwarding
- Staging/Warehousing



Unique Iraq Construction Issues



◆ Mobilization, Execution, Subcontracting

How do I get it installed/built?

- Skilled Subcontractors
- Special Purpose Equipment
- Knowledge of Vendor Base

◆ Contract Management

How do I organize to manage?

- Task organize for mission
- Staffing. Expats vs. Iraqis
- Security
- Project Infrastructure (Communication, Life Support)

Lessons Learned

- ◆ Response, Response, Response – *At Risk*
- ◆ Advance Planning/Advance Party
- ◆ Security Manager Rules
- ◆ Preposition Support Base
 - Facilities/Communications
 - Regional Support Base
 - Management Systems
 - Procurement Systems
 - Equipment
- ◆ Internal Controls – *Likely Break Down – Schedule Driven*



Lessons Learned – cont.

- ◆ Incremental Funding
- ◆ Staffing
- ◆ Reestablish Relationships – Turnover Issues
- ◆ Maintain Situational Awareness
- ◆ Company Needs a 24/7 Mindset
- ◆ Productivity Factors
- ◆ Everything is Difficult



Uncertainties in Iraq

- ◆ Exchange Rates
- ◆ Labor Availability/Laws
- ◆ Tax Structure
- ◆ Economic Instability and Labor Rates
- ◆ Improved Logistics
- ◆ International Engagement
- ◆ Maturity of Iraqi Construction Industry
- ◆ Continued DoD Reliance on Contractors



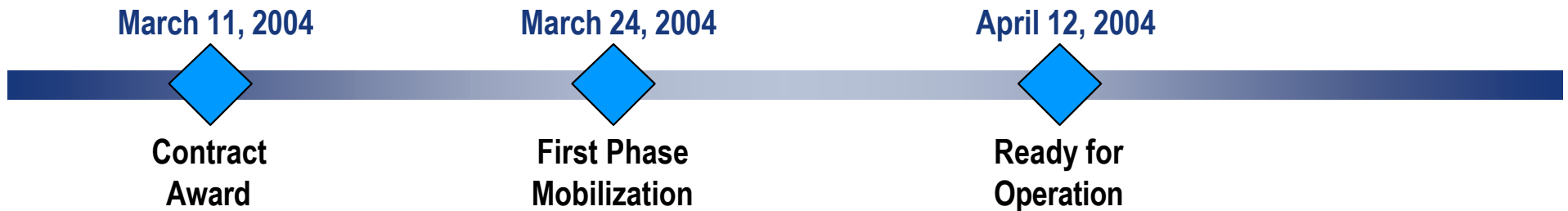
Upcoming Milestones

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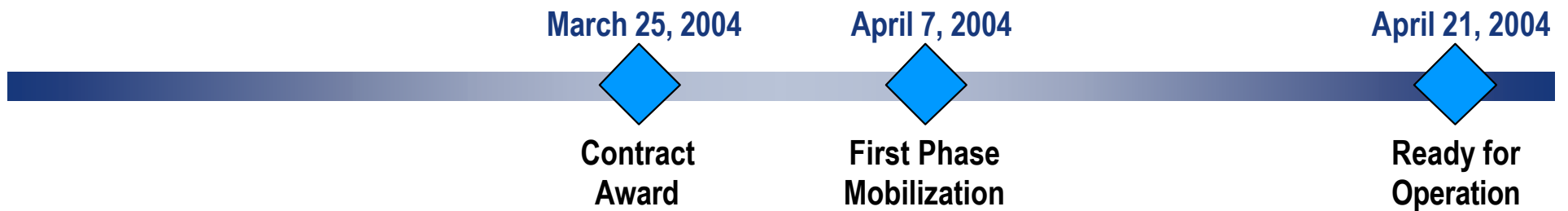


Milestone Dates

Power



Water – North and South



Subcontracting Opportunities

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Reconstruction Contribution – Power and Water

- ◆ New Power Generation – Nationwide
 - Contract: \$500 million
- ◆ Water North
 - Contract: \$600 million
- ◆ Water South
 - Contract: \$500 million

**Anticipate Task Orders on Project-by-Project Basis
New Construction and Rehabilitation**

Subcontracting Opportunities

◆ Support Services

- Communications
- Operations & Maintenance
- Training
- Transportation
- UXO
- Security
- Logistics
- Life Support Services
- Translation Services

◆ Subcontract Scopes

- Assessments
- Construction Services
 - Civil
 - Structural
 - Architectural
 - HVAC
 - Mechanical
 - Electrical
 - Controls
 - General Contracting
- Surveying
- System Planning
- Testing and Laboratory
- Geotechnical
- Inspection Services

Equipment and Supplies

- ◆ Bulk Materials
- ◆ Switchgear
- ◆ Mechanical Equipment
- ◆ Pre-fabricated Elements
- ◆ Instrumentation
- ◆ Construction Equipment
- ◆ Communications Equipment
- ◆ Generation Equipment
- ◆ Structural Steel
- ◆ Consumables
- ◆ Vehicles
- ◆ Life Support Systems
- ◆ Tanks and Vessels
- ◆ Thermal Equipment
- ◆ Specialty Fabrication
- ◆ Architectural Forms
- ◆ HVAC Equipment

Methods of Engaging in Subcontracting Opportunities

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Method of Engaging Subcontractors

- ◆ Initial Registration
 - On-Line Registration @ <http://www.gssdirect.com>
 - [Post-Conflict Reconstruction Profile](#)
- ◆ Screening Process
 - Selection of Potential Bidders Meeting Bid Package Criteria
- ◆ Prequalification
 - Technical Capability and Capacity
 - Certified Financial Data
 - Dun & Bradstreet Report
 - Last Five Years' Work Resume (Highlight U.S. Government Contract Experience)
 - Any SBA Certification
 - Proven Familiarity with FAR/DFARS Requirements
- ◆ Awards Based Upon:
 - Price
 - Best Value
 - Ability to Meet Schedule
 - Past Performance
- ◆ Open Competition

Contact Profile



Next >>



Company Profile

Post-Conflict Reconstruction - Supplier - Contractor Information - POC provided by Fluor

File Edit View Favorites Tools Help

Address: <https://www.dodirect.com/>

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Post-Conflict Reconstruction - Supplier - Contractor Information

Company Profile

Annual Revenue in US\$

Number of employees

Country support capable:

☐ Iraq

☐ Kuwait

☐ Afghanistan

Provide specific working experience in Iraq. Include time frame, scope summary, and partners.

If your company is U.S. owned, please check any and all that apply:

☐ Small Business

☐ Minority-owned Business

☐ Women-owned Business

☐ HUB Zone Business

☐ Veteran-owned Business

☐ Service-disabled-owned Business

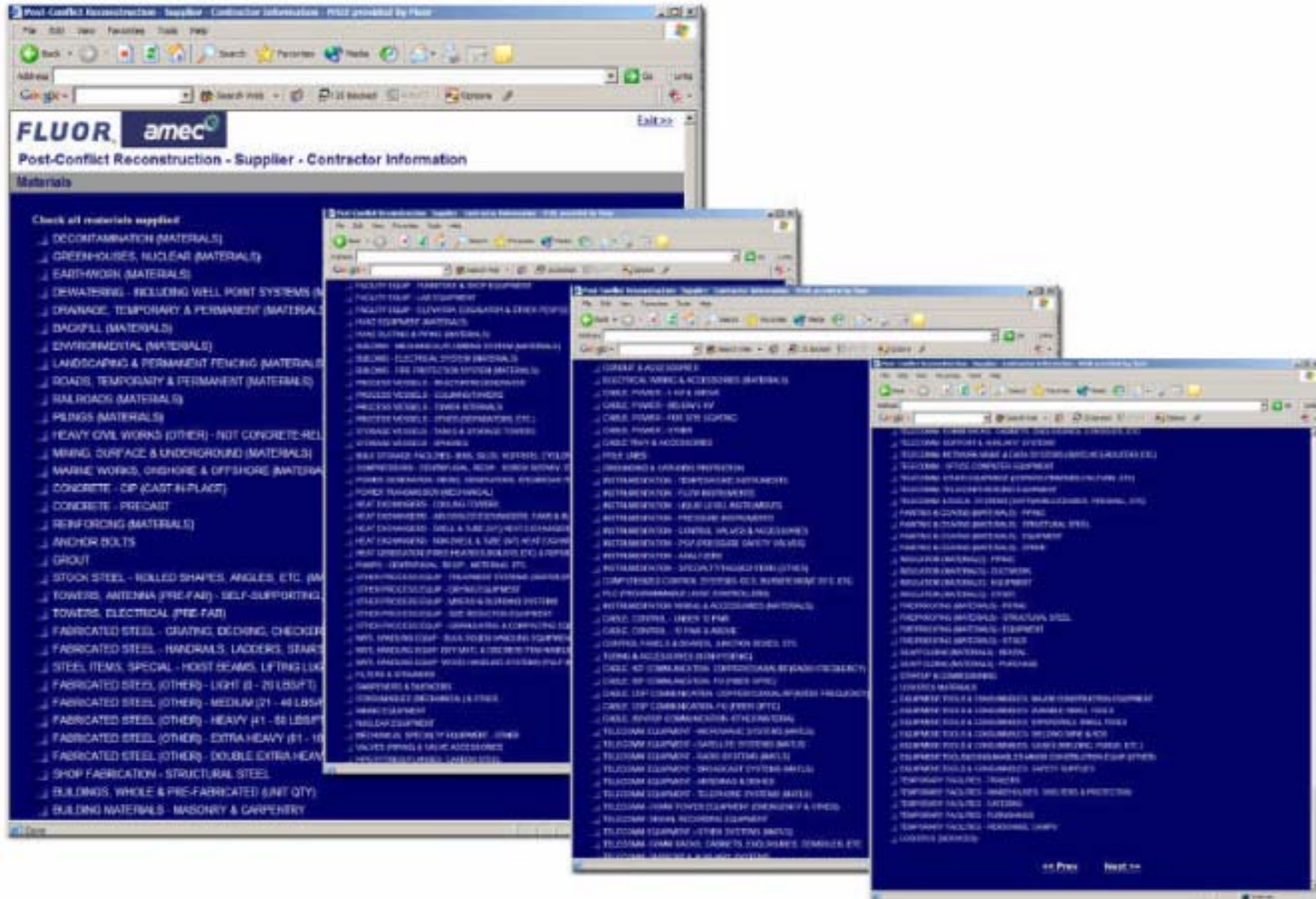
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Services

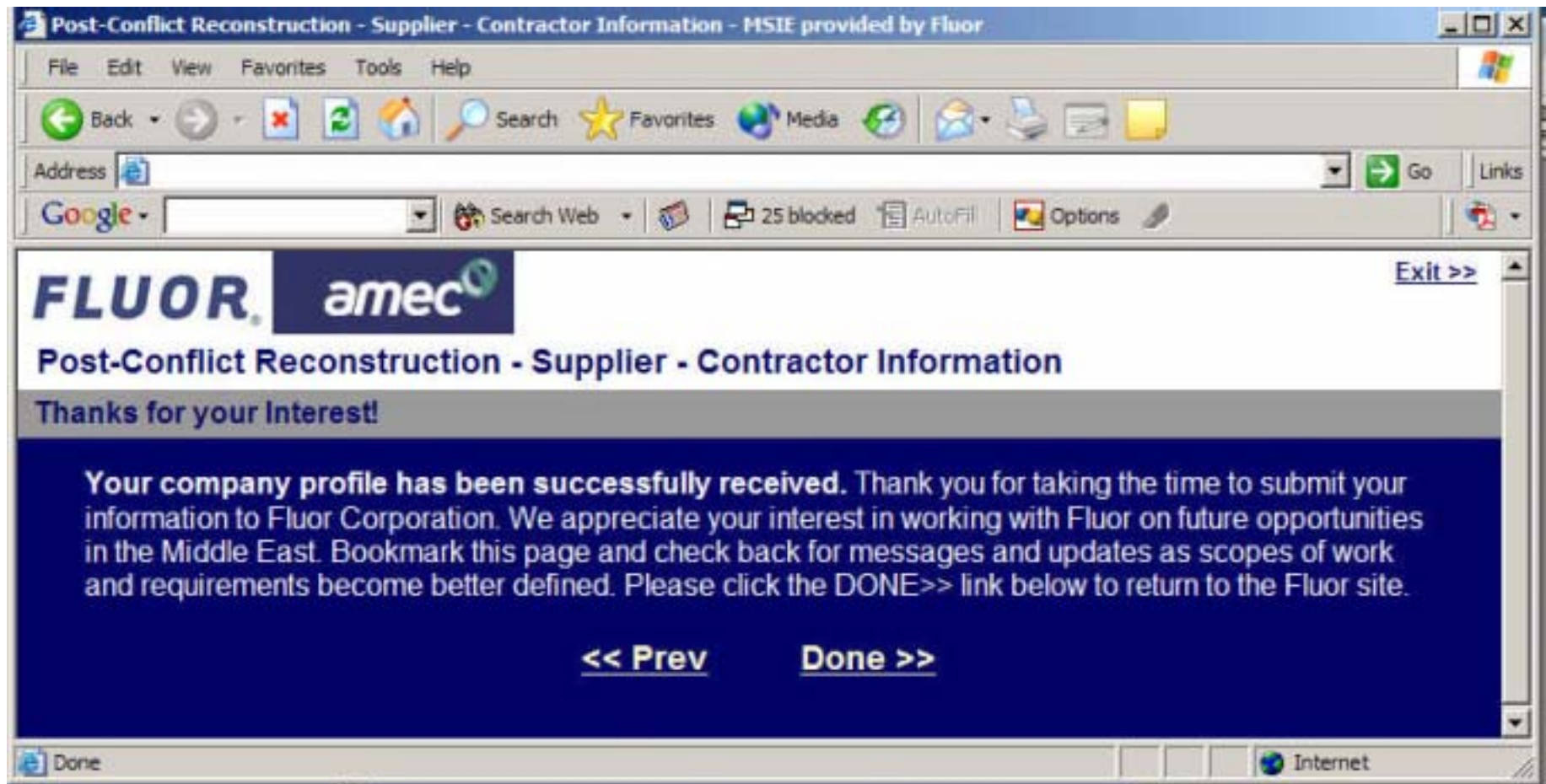


Materials



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Thank You



Subcontracting Issues



- ◆ **Finding and Vetting Subcontractors**
- ◆ **Understanding Rules of Engagement**
 - FAR Standards
- ◆ **Need for Significant Iraqi Content in all Work**
- ◆ **Assuring Performance**

Keys to Successful Projects in Iraq

- ◆ Understanding the Middle Eastern Culture
- ◆ Building Relationships
- ◆ Performance Monitoring
 - Milestone Achievements
 - Quality Control
 - Safety Audits
- ◆ On-Time Payments
- ◆ Expansion of Subcontractor Base
- ◆ Approach as FAR Compliant
- ◆ Mentor/Train Iraqi Subcontractors
- ◆ Encourage Cooperation



Questions and Answers

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